

U.S. Government Printing Office

Performance Measures September 30, 1996

Operating Performance Measures

Congressional Record Delivery

The Congressional Record is an extremely important tool and product of the legislative process, and is a large part of GPO's mission. To gauge how well GPO is serving Congress by producing the Record timely, GPO has established a deadline of 9 AM the following day, when copy is received in GPO by midnight, regardless of whether the Senate or the House of Representatives is in session.

Our actual on-time delivery rate was 78.6 percent in fiscal year 1996, compared with 96.9 percent in fiscal year 1995. The decline in the indicator resulted from a decision to reduce cost and several other factors. In prior years when copy was delivered extremely late from Congress, GPO would produce a "cut" Record, an issue containing the timely copy, and then produce a second book with the other copy. GPO management and Congressional leadership decided to forego the extra expense of producing a second book. Other factors that contributed to the decline in the on-time delivery percentage were that copy was received after midnight on 21 occasions, and unusually large issues (exceeding 300 printed pages) were produced on 13 occasions.

Overtime Management

GPO makes an ongoing effort to minimize overtime hours. In fiscal year 1996, overtime hours decreased to 238,000 hours from 358,000 hours in fiscal year 1995, or 33.5 percent. The cost of overtime in fiscal year 1996 decreased by \$3.4 million to \$7.5 million from \$10.9 million in fiscal year 1995, or 31.2 percent. We were successful in achieving our goal in fiscal year 1996, actual overtime hours worked were well below the 358,000 overtime hours threshold. Our goal for fiscal year 1997, which takes into account the reduction in staffing over the last year, sets a level of 333,000 overtime hours as our upper limit.

Production Chargeable Hours

Chargeable hours decreased to 955,000 in fiscal year 1996 from 1,179,000 in fiscal year 1995, a decrease of 224,000 hours, or

19.0 percent. The results for 1996 did not meet our goal of equaling or exceeding the chargeable hours necessary to achieve break-even operations. The decrease in chargeable hours results from less work being done in the Plant. The drop in workload has caused additional downsizing: in September 1996, there were 116 fewer employees (6.7 percent fewer employees) in GPO's central plant than there were in September, 1995. Our fiscal year 1997 chargeable hour goal is to achieve the level necessary to achieve break even in the Plant.

On-Time Delivery of Procured Printing

The Printing Procurement Department contracted with commercial printing firms to ship 180,000 jobs in fiscal year 1996 compared with 207,000 jobs in fiscal year 1995. For fiscal year 1996, GPO's goal was to have at least 95 percent of procured printing orders delivered on-time and a quality acceptance rate of at least 99 percent. GPO attained a 95 percent on-time delivery rate and a 99.2 percent quality acceptance rate. The goals for fiscal year 1997 remain the same as those for fiscal year 1996.

Financial Performance Measures

Cash Management

■ **Payment Performance** - In fiscal year 1996, GPO continued its strong payment performance by taking prompt payment discounts when it was to the government's advantage. GPO's total purchased printing expense for fiscal year 1996 was \$513.4 million after deducting prompt payment discounts of \$7.5 million. The resultant 1.46 percent of discounts taken to net purchased printing exceeded our fiscal year 1996 goal of 1.4 percent. Our goal for fiscal year 1997 remains 1.4 percent.

Discounts lost increased to \$193,000 in fiscal year 1996 from \$163,000 in fiscal year 1995. The percentages of discounts lost to discounts offered were 2.5 percent and 2.1 percent in fiscal years 1996 and 1995, respectively. We achieved our goal set for fiscal year 1996, which was a maximum of 2.5 percent. Our goal for fiscal year 1997 remains at 2.5 percent.

■ **Electronic Payments** - The use of electronic funds transfer (EFT) payments results in a savings for GPO and the Department of the Treasury because paper checks do not have to be produced and processed. In 1996, approximately 21,500 monthly payments, or 85 percent, of all GPO payments were made by EFT, compared with 22,000 monthly payments, or 83 percent of all payments in fiscal year 1995. Our goal for fiscal year 1996, which was to show an increase in the percentage of EFT payments of total payments, was met.